



GRANT MODEL EVALUATION

YEAR 3 FINDINGS

2021-22

This presentation explores the preliminary findings from our third year of the grant model evaluation. The findings may change as we continue to gather and analyze information throughout our five-year process.

Use this presentation as a starting point for discussing the grant model.

In addition to previous findings, the [Grant Model Evaluation Year 1 Report](#) and the [Grant Model Evaluation Year 2 Report](#) have more information about our evaluation process, including planning and research.

We recommend reviewing them before continuing.

To learn more about the evaluation process, we recommend that you review the Grant Model Evaluation Year 1 Report, available at <https://my-cms.rotary.org/en/document/grant-model-evaluation-year-one-report>, and the Grant Model Evaluation Year 2 Findings, available at <https://my-cms.rotary.org/en/document/grant-model-evaluation-year-two-report>.

PURPOSE

Activate all four Rotary Action Plan priorities

The evaluation has several purposes:

- Examine how well Rotary grants contribute to The Rotary Foundation's desired **outcomes** of improving health, education, the environment, and poverty levels
- Ensure that global grant projects **align** with the Foundation's priorities and areas of focus
- Determine how well global grant projects **engage** Rotary members and **deepen their connection** to Rotary

Rotary's general secretary is required, according to [The Rotary Foundation Code of Policies](#), to create and implement an evaluation plan for The Rotary Foundation [global](#) grants program.

The **overall purpose** of the evaluation is to examine how well the grants contribute to the outcomes that The Rotary Foundation wants; specifically, how well they're producing sustainable results that align with the Foundation's priorities and areas of focus, and how well they are engaging members and deepening their connection to Rotary.

HOW DOES IT WORK?

Feedback is gathered from a variety of stakeholders:

- Global grant sponsors
- Program participants
- District Rotary Foundation chairs
- District international service chairs
- The Rotary Foundation Cadre of Technical Advisers
- Cooperating organizations
- Rotary staff members

Data collection methods:

- Surveys
- Interviews
- Focus groups

We got feedback from members, participants, and other stakeholders and used various data collection methods to learn what's working and what isn't. We also examined other data that we already had.

WHY DO WE NEED IT?

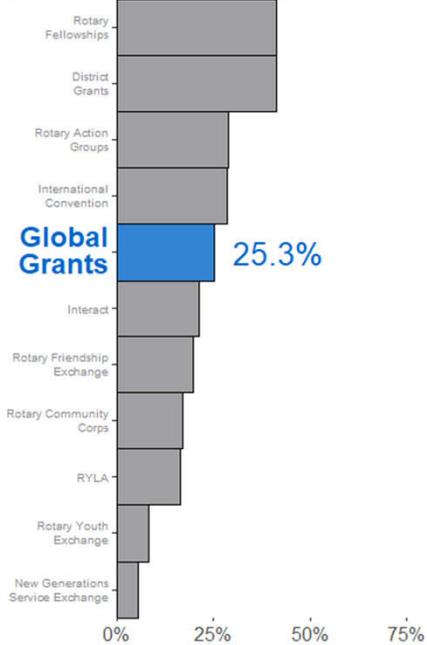
Our members value the global grants program, but we want to continue improving it.

The findings can be used to shape Rotary's approach to:

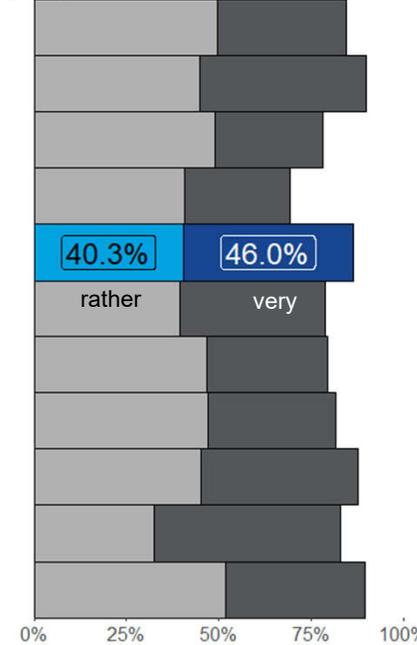
- Global grant requirements
- Project design
- Project outcomes
- Portfolio management
- Global grant processes
- Action Plan priorities

Our members value our grants program. This evaluation is designed to be useful to them and to Rotary's senior leaders and staff. Our data can help inform decisions and enhance Rotary's approach to grant model requirements, project design and outcomes, portfolio management, and grant processes. It can also contribute to fulfilling aspects of each of the four priorities of Rotary's Action Plan.

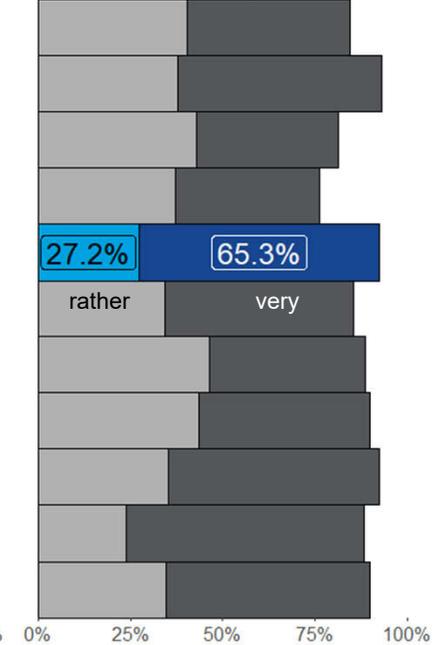
Have you participated in these Rotary programs in the past year?



How satisfied are you with the program?



How important is the program to your member experience?



Source: 2022 Programs & Offerings Survey

Global grants are in Rotary’s top 5 programs for participation. They have very high satisfaction rates among those who have participated in them and generally are very important to the member experience.

(Note: These findings are from the 2022 Rotary Programs and Offerings Survey, which was sent to a stratified random sample of all Rotarians and Rotaractors. The slide shows only the findings for Rotarians, because Rotaractors could not yet participate in global grants in 2021-22. Using a stratified sample means that we take a proportion of the sample from each group based on the group's proportion of the total population. For example, if Rotarians in India are 13% of all members, they will be 13% of the sample. In 2022, we received 2,834 responses, a 3% response rate. Nonresponse and post-stratification weights were added.)

HOW WE'RE SHARING WHAT WE LEARN

Annual reports are shared through:

- Global Grants page on My Rotary
- Giving & Grants newsletter
- Rotary Service newsletter
- Cadre Connection newsletter
- Rotary Leader
- Membership Minute



EMERGING FINDINGS



District resources



Data collection and usage



Scholarships



Sustainability

In the following slides, we'll explore our findings on each of these topics.



**DISTRICT
RESOURCES**

WHAT'S THE OUTCOME OF DISTRICT LEADERS AND EXPERT NETWORKS BEING MORE ENGAGED IN GLOBAL GRANTS?

Findings:

- Not requiring standardized training and not clearly defining DRFC and DISC roles cause confusion
- DISCs recruit experts on global grants for the DRN but need not be experts on the global grant process themselves
- DRFCs say that having a DRN helps with global grant projects

*DISC – district international service chair
DRFC – district Rotary Foundation chair
DRN – district resource network*

To evaluate district resources, we asked, “What is the outcome of districts being more engaged in the global grant process?”

We found that there’s some confusion about the district Rotary Foundation chair (DRFC) and district international service chair (DISC) roles, particularly about global grants. This may be because the roles aren’t clearly defined or because standardized training for the roles isn’t required.

DISCs are responsible for recruiting experts on global grants to join the district resource network (DRN). They are not required to be knowledgeable about global grants.

DRFCs who said that their districts have DRNs reported that the DRNs helped with global grant projects by offering technical expertise for project design, completing the application, promoting projects, and finding project partners.

Next steps: Rotary is developing training materials for DISCs, DRFCs, and DRN members.

USE OF ROTARY RESOURCES

Did you consult any of the following people during your work on [name of project]?

District Rotary Foundation chair (DRFC) 81%

Regional grants officers (staff)
51%

District international service chair (DISC) 39%

District resource network (DRN) 29%

The Rotary Foundation Cadre of Technical Advisers
29%

Area of focus managers (staff)
24%

Rotaract club members
19%

Rotary Action Groups
13%

Global grant scholars
13%

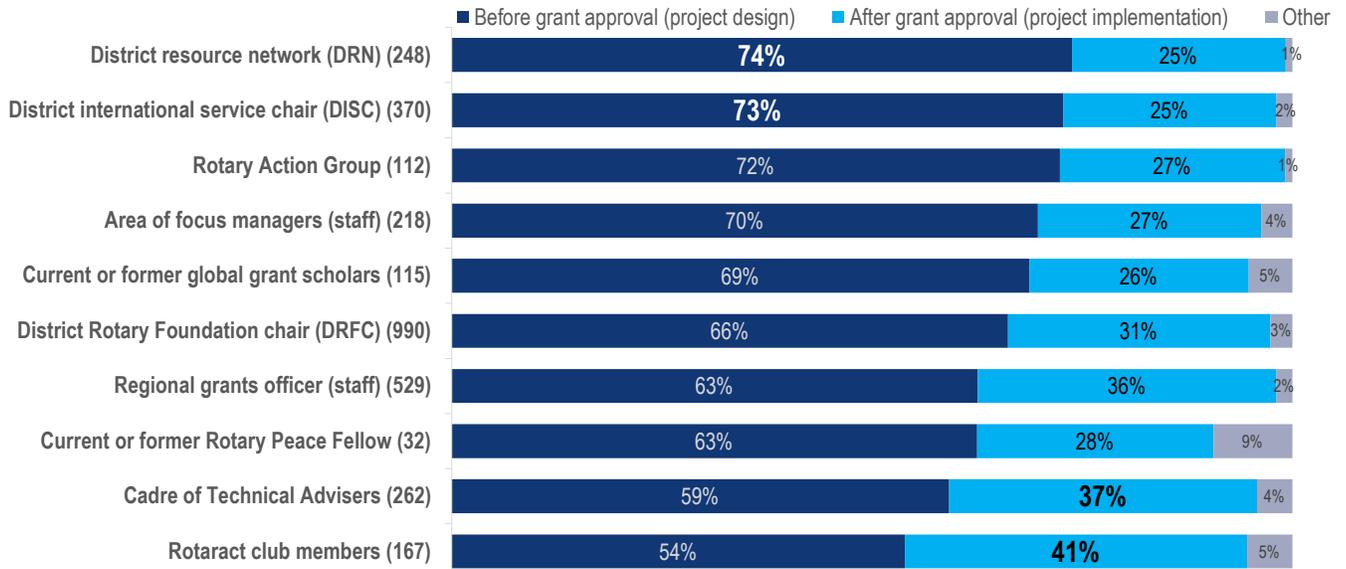
Rotary Peace Fellows
5%

Source: 2020-24 Global Grant Sponsor Survey (2022 results)

Let's discuss overall use of people as resources. DRFCs, DISCs, and the DRN are top district resources.

Grant sponsors can consult many resources as they work on global grant projects. Most consult their DRFC (81%) or their regional grants officer on Rotary's staff (51%). More than 1/3 consult their DISC, who maintains their DRN, which in turn is used by 29% of clubs that sponsor a global grant service project. The Cadre, Rotaractors, Rotary Action Group members, global grant scholars, and Rotary Peace Fellows are experts that often belong to the DRN.

WHEN DID YOU CONSULT THE RESOURCES?



Source: 2020-24 Global Grant Sponsor Survey (2022 results)

This slide shows when people consulted each type of resource. The numbers in parentheses are how many total sponsors said they consulted that resource. For example, of the 248 who consulted their DRN, 74% did so while designing the project, before the grant was approved, and 25% did so during project implementation. Overall, resources are more often consulted before grant approval than after. By percentage, the DRN and DISC are the district resources most often consulted by sponsors pre-approval during the design of the project. Cadre and Rotaract club members are the top district resources consulted after grant approval.

No standardized training

DRFC learning plan

Of the 514 DRFCs, in 2021-22:

- Only 26 completed it
- 174 are in progress

DISC learning plan

Of the 411 DISCs, in 2021-22:

- Only 94 completed the learning plan or made progress in it

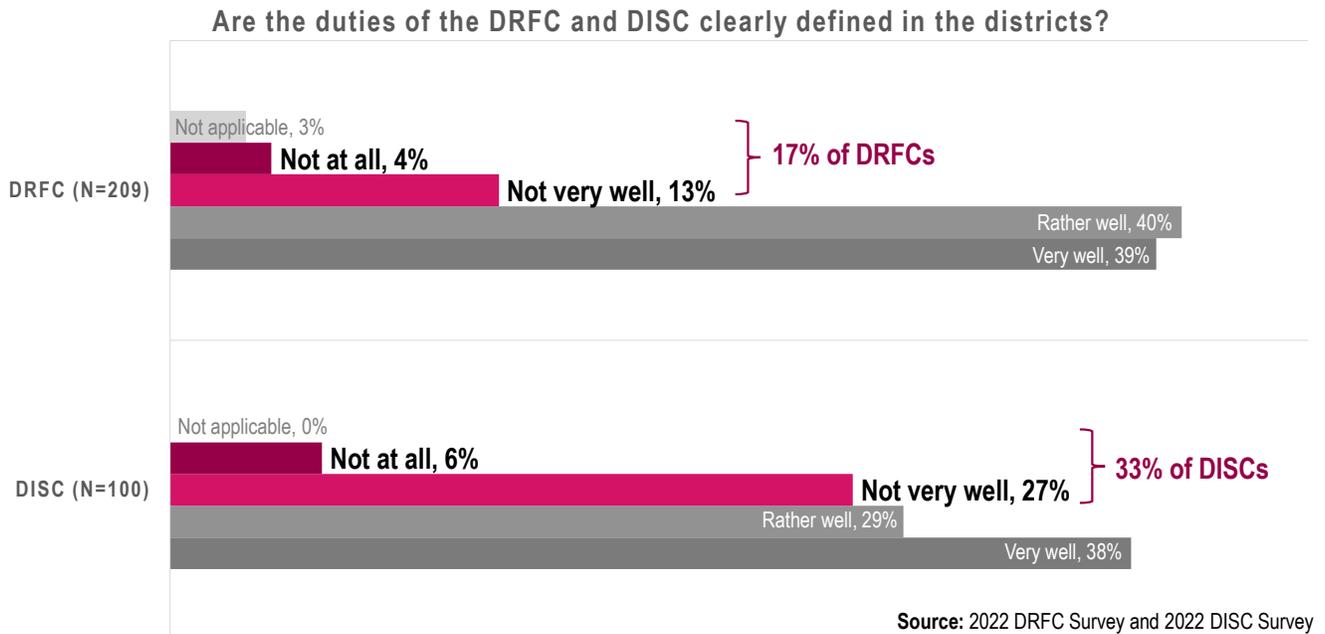
Source: 2022 Learning Center data

There is not one training course that seems to be completed by all DRFCs, or by all DISCs. This means that we don't know whether each Rotary leader in these roles receives standardized information about their responsibilities.

Only 200 DRFCs completed or made progress toward completing their learning plan.

Only 94 DISCs have completed or made progress in the District International Service Committee Intermediate learning plan, which includes Get Ready, an introduction to the role, as well as Areas of Focus, Rotary Foundation Basics, Advising Planners of Rotary Grants, Grant Management Overview, and Becoming an Effective Facilitator.

One-third of DISCs say that their duties are not clearly defined



Some DISCs and DRFCs say that the duties of each role are not defined very well or at all. This seems to be more of a challenge for DISCs; 33% reported that the roles are not very well or not at all clearly defined.

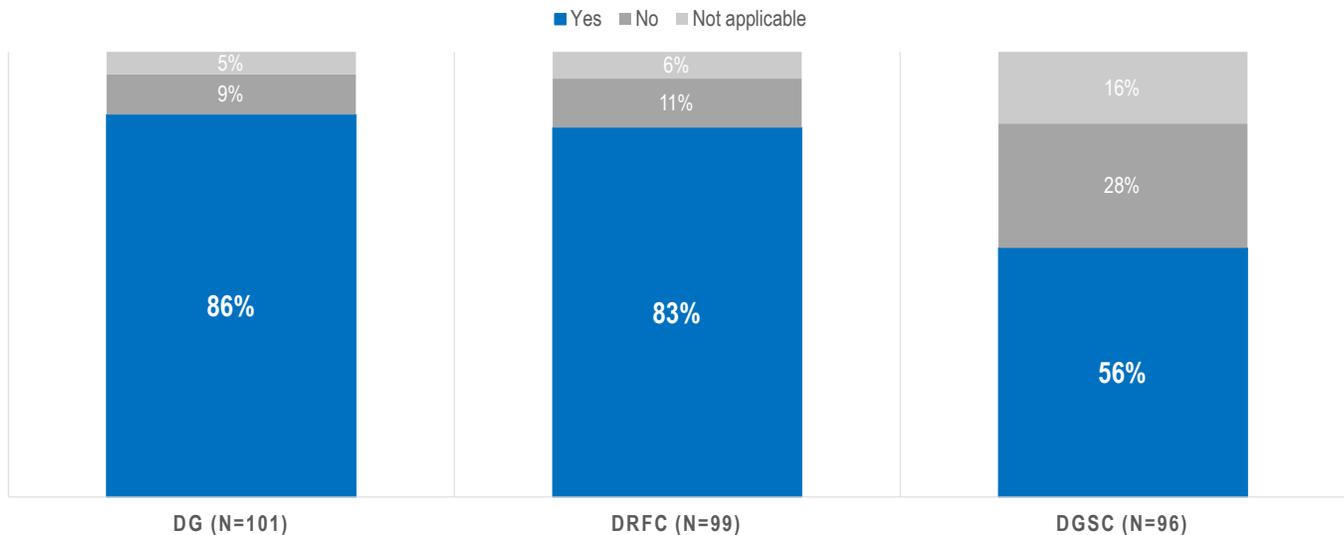
The DISCs who said there was a lack of clear role definitions were asked how that could be improved. Respondents could write their own ideas, and the top two responses were:

- (1) Clarify responsibilities of district roles in all written resources
- (2) Ask regional and district leadership to proactively explain and promote the role of the DISC

Several respondents specifically suggested that the district governor promote the DISC. Where the DISC had the proactive support and engagement of their governor, they seemed to be better equipped to fulfill the DISC role.

DISCs seek to collaborate with other district leaders

Have you contacted the following roles to help you support international service projects?



Source: 2022 DISC Survey

A majority of district international service chairs contact their district governors, district Rotary Foundation chairs, or district grants subcommittee chairs (DGSCs) for support on international service projects.

The DRFC plays an important role in approving global grant projects. The DGSC manages, and promotes participation in, Rotary grants. The role of the DISC is to provide connections to resources and expertise to support high-quality international service projects. So, in principle, the roles can be complementary.

DISCs recognize that the DRFC role is important: 83% of DISC survey respondents reported contacting the DRFC for help in supporting international service projects.

Here are the top ways that DRFCs said that people in these roles could be involved in the global grant process.

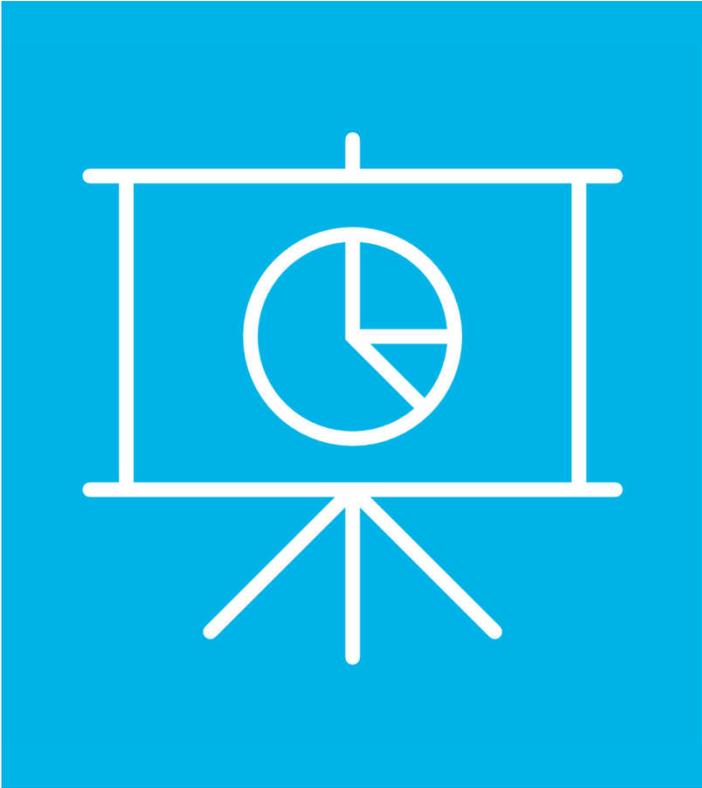
DISCs:

- Connect clubs to resources to improve international service projects (83%)
- Serve as the main contact for the district's network of experts that clubs can consult to improve projects and global grant applications (77%)
- Promote the use of the DRN to project seekers (69%)

DGSCs:

- Help with grant management seminars and with qualifying clubs (95%)
- Assist members with global grant policies and the application process (91%)
- Train clubs in their responsibilities under the grants terms and conditions (90%)

Source: 2022 DRFC Survey



DATA COLLECTION & USAGE

HOW ARE ROTARY MEMBERS USING MEASUREMENT AND EVALUATION DATA THEY COLLECT?

1. Rotary lacks a shared understanding of monitoring, evaluation, research, and learning concepts.
2. Rotary members do not regularly collect monitoring data.
3. The data members collect on global grant projects is mostly output-level (short-term), so Rotary can't gauge long-term outcomes.
4. Some members do work with experts to collect data, indicating a desire to measure results.
5. Rotary needs an effective system for collecting and reporting on data and evaluating impact.

How are members using the measurement and evaluation data they collect?

Rotary surveyed global grant sponsors and held focus group discussions with Cadre members and regional grants officers to identify challenges related to data collection and usage. Many themes that emerged have been consistent since the first grant model evaluation:

1. Rotary lacks a consistent understanding of monitoring, evaluation, research, and learning concepts. Definitions of measurement and impact also vary across the organization.
2. Members do not regularly collect monitoring data about their global grant projects, nor do they regularly use data to understand the sustained outcomes of their projects.
3. The data Rotary **does** have on global grant projects is primarily output-level, meaning that it is focused on short-term change, or direct project

results, such as the number of people trained. Output-level data doesn't show *why* those results mattered. Rotary aims for its projects to achieve longer-term change or outcomes. Gathering outcome-level data supports our strategic objective to increase our impact.

4. There are, however, members who work with experts (like the Cadre or local universities) to gather data to both monitor the progress and measure the outcomes of their work. This demonstrates that many Rotary members do want to understand the impact of their projects.

5. Even if some members collect excellent data on global grant projects, we currently lack a system and processes to effectively collect and report on data and evaluate long-term outcomes and impact.

Next steps: To increase our impact, Rotary is developing requirements that go beyond output-level data collection. We're working to increase Rotary members' awareness of the importance of outcome data and their ability to collect it by engaging the Cadre, Rotary Action Group members, and district and regional leaders. When the grant application is updated, we'll be able to collect more data, which Research and Evaluation staff can then evaluate.

EMERGING FINDINGS

- **85%** of global grant sponsors follow up on their projects at least annually.
- **86%** of global grant projects have outcome-level data collected.
- **37%** of host Rotary club members and nearly a quarter of local partner organizations are primarily responsible for collecting data.
- **28%** of global grant sponsors report using data to influence change beyond completing project activities.

Source: 2020-24 Global Grant Sponsor Survey (2022 results)

On this slide you see some emerging findings. More work needs to be done to substantiate them, but they are all very promising as we think about helping Rotary measure impact, which necessitates paying more attention to measurement.

Of 976 grant sponsors surveyed in 2022, 85% reported that they check on their completed projects annually, quarterly, monthly, weekly, or daily. Only 15% never do. This is promising, because grant sponsors could be asked to begin reporting annually on the longer-term outcomes of their projects.

86% of grant sponsors report collecting outcome-level data. One sponsor, for example, described a project's outcomes this way: "The neonatal mortality rate, which was 25-30% before the project, has been reduced to about 15% one year after the project is completed," adding "now they have more equipment to care for children, ... more trained staff, and they

feel safer caring for newborns.” This is promising because grant sponsors may be asked to describe longer-term outcomes in communities in the final reports for their global grants.

37% of host Rotary club members are primarily responsible for collecting data. However, there isn’t just one possible approach. Many different entities may be responsible for it, including local partner organization (24%) and beneficiary organizations such as hospitals or schools (22%). This is promising because Rotary members who are volunteers do not have to be the only responsible entities in collecting data.

Grant sponsors were asked if their projects resulted in any governmental or institutional policies or practices being created or modified. Nearly half of those who responded didn’t know. But 28% reported using data to influence change beyond their projects. This shows that Rotary projects have the potential to lead to even more longer-term, sustainable positive outcomes.



GLOBAL GRANT SCHOLARSHIPS

SCHOLARSHIPS

QUESTION

Are global grant scholarships achieving their objectives?

FINDING

Maybe. Global grant scholarships have a large impact on scholars and help them achieve their career goals. Scholars are also using their area of focus expertise in their paid work.

Rotary's Research and Evaluation staff is studying how global grant scholarships are meeting their objectives. The team reviewed documentation from the discussions about the revision of scholarships.

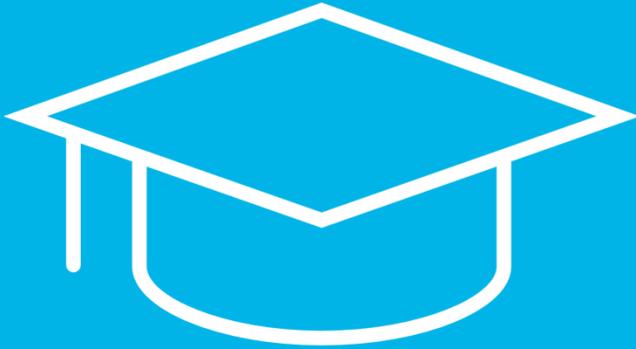
According to the Future Vision Committee (the committee responsible for assessing and revising grants), the first objective was to simplify and focus Rotary's scholarship program. After Ambassadorial Scholarships were created in 1947, the scholarship program grew to include many scholarship options and Future Vision talking points stated that "the Foundation's grant business had become confusing, inefficient, and expensive to operate." Many scholarship types were in low demand and seemed unrelated to the Foundation's mission. The second objective was to achieve significant outcomes that address global needs. Our leaders expressed concern that the previous scholarship model didn't demand enough of scholars and didn't contribute enough to Rotary's goals of

making a sustainable and measurable impact.

The first objective of simplifying the scholarship program was met through revised requirements for global grant scholarships. We are unsure about the second objective. Global grant scholarships have a large impact on the scholars themselves by helping them to reach their career goals, and many also use their Area of Focus knowledge to make a difference through their paid work. A majority also agree that they have made a positive impact in their chosen area of focus. However, we do not know for certain if scholars are achieving significant outcomes that address global needs.

GG SCHOLARS SURVEY

TO ASSESS THE IMPACT AND SUSTAINABILITY OF ROTARY SCHOLARSHIPS, WE SURVEYED PAST SCHOLARS



- Program years 2014 to 2018
- 851 emails
- **152** responses (**18%** response rate)
- The community economic development area of focus was slightly underrepresented in the survey responses, so we used post-stratification weighting in the results

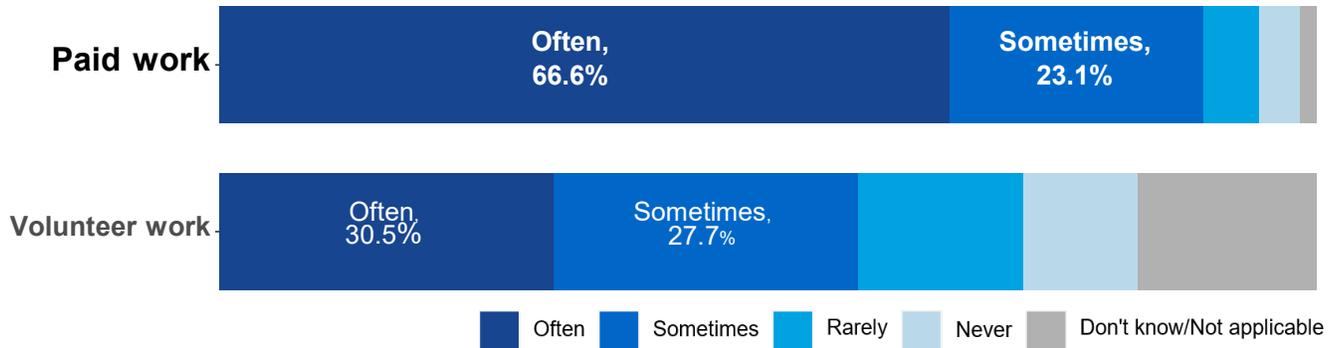
To assess the impact of the scholarships, we sent a survey to 851 people who received global grant scholarships between 2014 and 2018. We plan to survey more scholars in future years.

We received 152 responses, an 18% response rate. We noticed that community economic development scholars were somewhat underrepresented in the results, so we used post-stratification weights to make up for this.

SCHOLARSHIPS: AREA OF FOCUS IMPACT

Finding: Global grant scholars are using their area of focus expertise in their paid work.

How often do you use your area of focus expertise in your paid and volunteer work?



Source: 2021 Global Grant Scholars Survey

Unfortunately, the documents from the time around the revision of scholarships did not explain exactly how global grant scholars would be expected to make an impact or how scholarships could be sustainable. To understand how scholarships are making an impact, we asked questions about career and service. Were scholars in occupations, and in positions, that were trying to make positive change? Were they using their area of focus expertise in those occupations? As for service, were scholars volunteering and engaging with service organizations, and did they use their area of focus expertise in their service? This would at least give us some data on the effects of the scholarships.

The results showed that the global grant scholarship program generally had a positive impact. Probably the most significant result was that scholars are using their area of focus expertise often in their paid work. 67% said they used their area of focus expertise at least often in their work

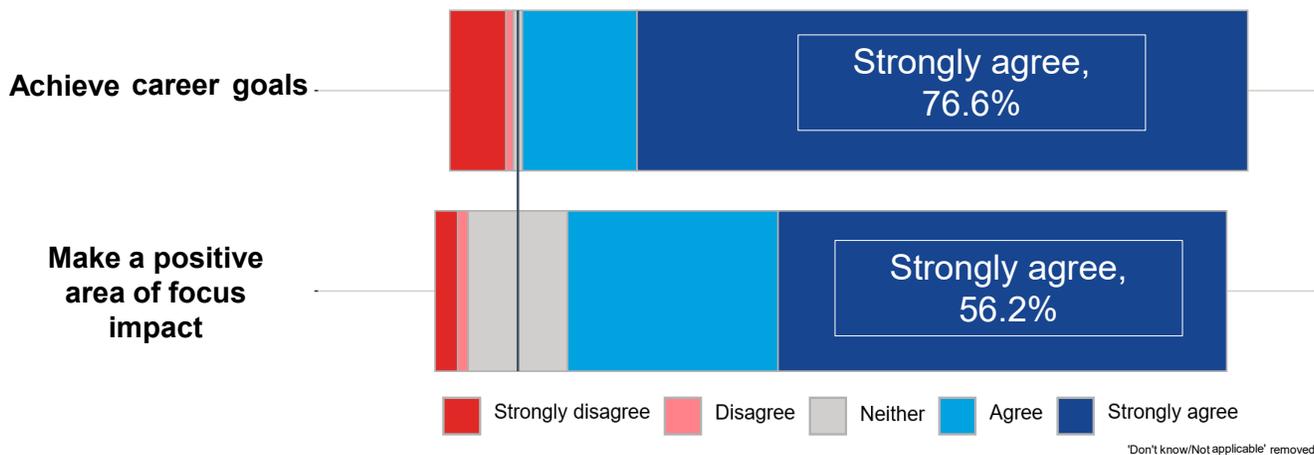
and 23% said sometimes.

For unpaid service and volunteer work, the scholarships did not contribute as much. More respondents selected Don't know/Not applicable, and fewer said that they use their expertise sometimes or often.

SCHOLARSHIPS: IMPACT

Finding: Global grant scholarships are helping scholars achieve their career goals and make a positive area of focus impact.

Do you agree or disagree that your global grant scholarship helped you...?

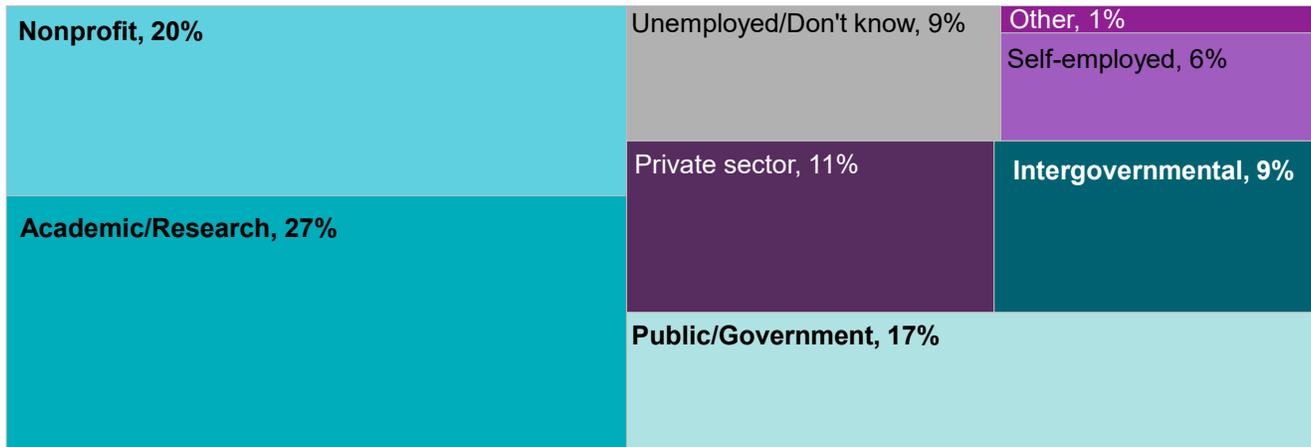


Here we also see that scholars feel more strongly about their scholarship's effect on their career than they do about its effect on their impact in the area of focus.

This indicates that scholarships may be having a greater effect on scholars' careers than on their service. Let's take a closer look at their careers. We'll have more information about area of focus expertise and service work in future reports.

SCHOLARSHIPS: EMPLOYMENT

Finding: Most global grant scholars hold positions in organizations that are making a difference.



Here we see a visual representation of scholars' occupations. The size of each rectangle is directly proportional to those responses.

We found that 91% of the scholars who responded to the survey were employed. The gray box at the top represents those who indicated that they were unemployed or didn't know if they were employed. 73% of scholars were employed at organizations that can be classified as trying to make a difference: nonprofits like the Gates Foundation, academic and research institutions such as universities and think tanks, governments, and intergovernmental organizations like the United Nations or the World Health Organization.

SCHOLARS SURVEY

EXAMPLES OF SCHOLARS' TITLES

- Director, Young Leaders Program
- Consultant
- Research Assistant
- Data Scientist
- Rivers, Coasts, and Deltas Consultant
- English Language Instructor

EXAMPLES OF SCHOLARS' EMPLOYERS



Here are some examples of where scholars are working:

- Asian Development Bank
- Action Against Hunger USA
- UNICEF
- Emory University
- Japanese Ministry of Health, Labor, and Welfare
- iov42
- North Dakota Department of Health

“I manage data collection on human displacement and priority needs across Syria. Prior to this, I worked on program monitoring for a humanitarian response mission in Yemen. Both of these contexts are highly volatile and require strategic planning as well as continuous research on humanitarian access and durable solutions for affected populations. My engagement in this field would not have been possible without Rotary’s investment in my education that ultimately enabled me to obtain my master’s in humanitarian emergencies with a focus on conflict studies.”

— *a scholar in peacebuilding and conflict prevention*

“The company I lead is dedicated to strengthening value chains, both in an economic sense as well as a social sense. The work I do every day is inextricably linked to the sustainable development of the communities we collaborate with.”

— *a scholar in community economic development*

“I work with UNRWA for health program providing primary health care, including maternal and child health services, to refugees, and I [offer] support by formulating projects, reporting to donors, and [doing] data analysis, etc. So I use the skills throughout my work.”

— *a scholar in maternal and child health*

Here are some examples of how scholars are using their expertise in their jobs.

SCHOLARS SURVEY

ENGAGEMENT WITH ROTARY

- **10%** of survey respondents are club members.
- **11%** are members of Rotary alumni associations.
- **69%** spoke at Rotary events.
- **48%** attended a district conference.
- Interest in increasing Rotary engagement through membership, service programs, and alumni networks varied.

We asked questions about Rotary engagement to see if we could find opportunities to better engage scholars. We found that 10% of respondents were currently club members, and those who were not members were in contact with Rotary members. Most had spoken at a Rotary event, and nearly half had attended a district conference.

These results may, however, reflect a bias, because those who are still engaged with Rotary in some way may be more likely to respond to our survey.

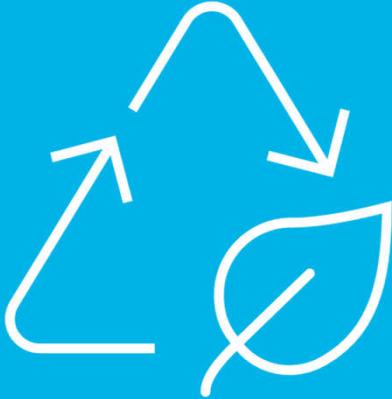


SUSTAINABILITY SITE VISITS

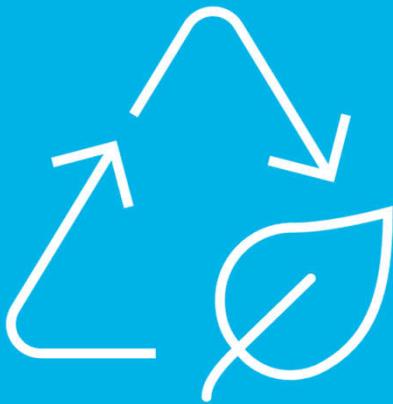
SITE VISIT PURPOSE

Sustainability site visits will contribute to understanding our progress toward our Action Plan goal of increasing our impact.

What we learn will help us make improvements to the global grant application and reporting process.



SITE VISITS



- Initial focus on sustainability of medical equipment projects
- Study projects closed 3-5 years ago
- 17 visits by members of the Cadre of Technical Advisers, in Argentina, Brazil, India, Mexico, Thailand, and Turkey
- No response from 11 projects*

*Because of COVID-19 and other challenges, 11 of the randomly selected projects have not been visited. The Foundation is working to complete these visits, but until it does, this analysis may reflect bias due to these nonresponses.

Evaluation staff is starting by focusing on the sustainability of medical equipment projects. These constitute a large portion of the Foundation's grants in two areas of focus: disease prevention and treatment and maternal and child health. The sustainability requirements for medical equipment projects are limited compared with those for other project types. Grant sponsors must provide proof of ownership and operational and maintenance plans, including training in equipment operation, maintenance, and compliance.

For our study, we randomly selected 28 medical equipment projects that closed 3-5 years ago. Members of The Rotary Foundation Cadre of Technical Advisers have so far completed 17 visits in Argentina, Brazil, India, Mexico, Thailand, and Turkey. It's important to note that 11 of the sponsors that we contacted did not respond to multiple requests for a visit, so again, there is likely some bias in the findings from sponsors who were willing to host a Cadre visit.

HOW ARE ROTARY MEMBERS PLANNING FOR AND IMPLEMENTING PROJECT ACTIVITIES THAT CONTRIBUTE TO SUSTAINABILITY?

Preliminary findings:

- Project outcomes were sustained only when the objective was limited to providing equipment to hospitals.
- Funding is usually available for maintenance, repairs, spare parts.
- Generally, there's no plan for replacing equipment after its lifespan.
- Very few projects included training in capacity building.
- Cadre members weren't given data that showed that the medical equipment had improved health outcomes.

“How are Rotary members planning for and implementing project activities that contribute to sustainability?”

Although visits are still being conducted, here are some of our preliminary findings:

- Project outcomes were sustained only when the objective was limited to providing equipment for hospital use. The equipment provided is still at the project site, still operating properly, and still being used as intended.
- Funding is usually available for maintenance, repairs, and spare parts.
- The hospital or clinic is in charge of maintaining the equipment and uses it for the purpose for which it was provided, BUT the project sponsors did not have a plan to replace the equipment after its lifespan (typically 5-10 years).
- Cadre members reported that training in use of the equipment continues, BUT very few sites reported training in capacity building,

such as training in aspects of disease prevention and treatment, for either medical personnel or community members.

- Cadre members rarely received data, and when they did, it was usually output-level data that wasn't sufficient to demonstrate improved health outcomes. Even when the project objectives included improved health outcomes resulting from the provision of equipment, the data usually isn't sufficient to determine whether that objective was achieved.

Next steps: We will complete the site visits and share our findings to improve the global grant application and reporting requirements.



Questions?

Write to:

ri_research@rotary.org